

Town of Fairhaven

Board of Selectmen

FY21 Policy Goals with Objectives

Approved: November 4, 2019

Goal 1: Human Resources Improvements

To strengthen the Town's Human Resources operation in ways that will enhance employee productivity, create an atmosphere of mutual respect and team work, develop an equitable and competitive compensation and benefits plan, and foster employee accountability for job performance.

FY21 Objectives:

- A) Complete Revision of Personnel Rules and Regulations and write Employee Handbook
- B) Work with Department Directors on developing succession and cross training plans for key employees:
- C) Determine the feasibility of revamping the Employee Health Insurance program to incentive healthy living of town employees and dependents¹.
- D) Successfully negotiate collective bargaining agreements with Police/Fire/Clerical Unions. Assist BPW in negotiations with Highway/Sewer/Water Unions.
- E) Develop written regulations for eligibility to the town's benefits program (Health, Dental and Life Ins) for both active and retired employees and their spouses/dependents.
- F) Conduct an Assessment Center for Sergeant and Lieutenant Promotional List.

Goal 2: Town Committees Collaboration

Recognizing that volunteers, both elected and appointed, play an integral part in improving Town government and enhancing civic engagement establish methods and practices that will enhance collaboration and coordination between various boards, improve interaction with the public, and provide educational resources to ensure compliance with applicable federal, state and local laws and regulations.

FY21 Objectives:

- A) Update Committee Handbook to reflect the most current information and put in place a system to ensure distribution and acknowledgement to all current and new members of town committees/boards/commissions.
- B) As part of the annual committee report submission process include a questionnaire requesting information as to adequacy of resources, opportunities for collaboration and future projects/work plans
- C) Continue to improve that effectiveness of Board of Selectmen committees by ensuring that they have written direction as to their purpose, membership and term.

¹ As part of the FY21 Budget Policy Statement provide for a percentage of marijuana host fee being used in support of the Town's Wellness Program

Goal 3: Inter and Intra Governmental Cooperation

Identify and advance opportunities for cooperation between Town departments, Fairhaven Public Schools, neighboring municipalities, non-profit organizations and regional governments as ways to improve services and reduce costs.

FY21 Objectives:

- A) Complete Indirect Cost Allocation Agreement with Fairhaven Public Schools
- B) Study the feasibility and necessity of a Revenue Sharing Agreement with Fairhaven Public Schools
- C) Pursuant to the Memorandum of Understanding on Cable Access Television with Fairhaven Public Schools and Town of Fairhaven, document necessary current and projected expenses for the purpose of ascertaining the appropriate distribution of franchise fees between the Schools and the Town.
- D) Review possible ways that the town and school building maintenance can be made more efficient and effective, by applying for Community Compact Grant to study feasibility of establishing a consolidated facility management operation.
- E) Determine the feasibility of establishing a regional Police/Fire 911 Public Safety Answering Point (PSAP)

Goal 4: Financial Sustainability

Establish long term financial sustainability for the Town by adherence to approved financial policies regarding reserve levels, balanced budgets and capital financing, financial forecasting, controlling fixed costs (pension, OPEB, Health Insurance) and augmenting revenues (tax base expansion, grants, user fees).

FY21 Objectives:

- A) Request that Department Directors report at least annually on their efforts to identify and apply for grants that would benefit their departments.
- B) Develop a monthly Executive Summary Report of Key Financial Indicators
- C) Construct an informational tool (“calculator”) that provides tax payers with graphic information as to what services and functions their tax dollars are being allocated to.
- D) Implement a town “credit card” system with appropriate internal controls.
- E) Improve payroll and leave tracking systems to provide for greater efficiencies and remove duplication of effort.
- F) Review ways cash management at department level can be improved including possible POS software.
- G) Implement requirements of new Other Post-Employment Benefits (OPEB) bylaw.
- H) Address recommendations in Auditor’s Management Letter.
- I) Upgrade Computer Assisted Mass Appraisal (CAMA) software program with funding approved at May, 2019 Annual Town Meeting
- J) Provide assistance and guidance to the Community Preservation Act (CPA) Committee.

Goal 5: Economic Development

Diversify and expand the Town's property tax base by implementing strategies and programs that will help existing businesses and industries grow and make Fairhaven an attractive place for new businesses and industries to locate within the town. Included in this goal is the redevelopment of underutilized commercial properties along the various retail corridors in Town and the Atlas Tack property.

FY21 Objectives:

- A) Complete the Phase V Harbor Dredging Project
- B) Contract with a consultant who will analyze the retail market in Fairhaven and assist in developing a strategy to strengthen that sector of our economy.
- C) Obtain grant funding to conduct a Rt. 6/240 Redevelopment Study.
- D) Develop a strategy to address large vacant parcels redevelopment such the Atlas Tack Property, and the former Park Motors property
- E) Determine if the Property Assessed Clean Energy (PACE) program is in the town's interest to join.

Goal 6: Health Welfare and Safety of Town Residents

A primary responsibility for local government is to promote and ensure the health, welfare and safety of its residents. This is done by providing a variety of services and programs that address public health and safety concerns in a coordinated manner between town departments and between local, state and federal agencies.

FY21 Objectives:

- A) Continue and Expand Participation in the Greater New Bedford Opioid Task Force and Fairhaven Working Group on Opioid Prevention
- B) Continue to Revise and Improve the Town's Emergency Management Response Plan including training of town employees in NIMS incident command protocols.
- C) Determine the feasibility of having a "pet friendly" emergency shelter.
- D) Implement new emergency communication system which will greatly enhance the ability to communicate with the public regarding emergency situations.
- E) Establish neighborhood resilience hubs/networks
- F) Re-establish the Local Emergency Response Committee
- G) Update existing fire program software to include pre-fire planning and hazard assessments.
- H) Survey high school and middle school students regarding health related behaviors and needs
- I) Promote Skincare Health for residents and visitors
- J) Develop protocols and procedures to provide effective and up to date security to cyber threats.

K) Develop and implement traffic and speeding control measures throughout the town

Goal 7: Civic Engagement

Recognizing that what makes a municipality a community is the degree of civic engagement by its residents, implement methods and programs to improve communication and involvement between the Town government and residents with a focus of volunteer recruitment, transparency of information, timely response to citizen concerns, and use of modern communication technology, including public access television and social media.

FY21 Objectives:

A) Develop and Implement a standardized reporting system where by Departments report regularly on their activities to the Town Administrator which is then presented to the Board of Selectmen and posted on the Towns Website.

B) Promote expanded programming by volunteers and community organization on the Public Access Channel

C) Integrate Community Television into the Town Fiber Optic System

D) Develop ways and means to effectively enforce town bylaws governing zoning violations, sign regulations, dog behavior, littering, etc.

E) Study the pros and cons of creating a non-profit organization to operate the Town's Government and Public Access Channels. (On hold pending final resolution of FCC regulations governing franchise fees paid to cable T.V. operators)

Goal 8: Long Term Planning

There are number of dynamic changes that will be impacting Fairhaven now and into the future, including the condition of the town's aging infrastructure, sea-level rising, community demographics, energy consumption, and federal/state environmental regulations. To begin addressing these matters, an emphasis must be placed on long-term planning, including work on the Town's Master Plan, Hazard Mitigation Plan, Open Space and Recreation Plan and Capital Improvement Plan.

FY21 Objectives: (See Economic Development Goal for related objectives)

A) Apply to join the "Complete Streets" Program

B) become a certified Municipal Vulnerability Preparedness (MVP) community and apply for at least one "action" grant

C) Begin implementation of the Facility Improvement Plan by commencing the planning for the construction of a new Public Safety Complex.

D) Establish an Open Space Committee and develop a web based inventory of conservation, recreation and open space assets.

E) Monitor progress and provide assistance, as necessary, for the rehabilitation and re-purposing of the Rogers and Oxford School properties.

F) Promote Flood Risk Awareness and Availability of Flood Insurance

G) Using funding from the Green Communities Program complete four energy efficiency projects in town and school buildings.

H) Using META Grant funding, explore additional opportunities for energy conservation and related storage of in-house generated electricity.

I) Draft Policy on Acceptance of Land for Conservation Purposes

J) Conduct a comprehensive review of all Waterways Related bylaws and Rules and Regulations and consolidate them into one document.

GOAL 9: Improve Municipal Services:

The Town is in the business of delivering services to residents and businesses and, as such, departments should continually strive to improve municipal services in the most efficient and effective manner possible.

FY21 Objectives

A) Assess/Repair Sidewalks on Walnut and William Streets

B) Develop recommendations for Tennis Courts relocation at Cushman Park

C) Improve access and facilities at Livesey Park and Town Beach

D) Develop intergenerational programs in the areas of photography, dining, recreation and student interaction with elders.

E) Fully implement Boat Mooring Software

F) Produce 20th Century Maritime History Web Pages

G) Determine most suitable site for a dog park and apply for grant funding for construction.

H) Begin the implementation of town-wide on line land use permitting software by procuring the system and installing first in the Building Department.

I) Reinststitute the Beautification Committee and provide sufficient resources for the Committee to carry out its responsibilities².

J) Address concerns of residents of North Main Street/Benoit Square neighborhood regarding traffic, graffiti, parking, and vacant/deteriorated buildings.

K) Hire a consultant to study the building of a Municipally Owned Fiber Optic Utility for town residents and businesses.

L) Develop a mapping tool that allows property owners to determine the possibility of wetlands on or adjacent to their property and provides information regarding compliance with wetland protection laws.

²In the FY21 Budget Policy Statement provide for a percentage of meals and hotel tax be allocated to support the work of the Beautification Committee.